

---

## **Role of supervisor, co-worker support, social network and group cohesiveness on employee intention to stay**

---

**Indranil Mutsuddi\***

Department of Management Studies,  
JIS University,  
Kolkata, India  
Email: indranil.mutsuddi74@gmail.com  
\*Corresponding author

**Chandranshu Sinha**

Department of Psychology,  
University of Allahabad,  
Prayagraj, UP, India  
Email: chandranshu.sinha@gmail.com

**Abstract:** Employee retention perspectives have become an issue of concern for most organisations keeping the plethora of changes occurring in the business landscape. Considering this, it has become imperative to understand the factors especially social factors that govern employee intention to stay in organisations. The study explores the implication of social factors like supervisor support, co-worker support, social network, and group cohesiveness on employee intention to stay in information technology firms in and around cities in North India. Earlier research have been conducted exploring the role of contextual factors on employee retention mostly in overseas perspectives, leaving grounds for further research particularly in the Indian context. Findings of the study indicate that group cohesiveness mediated the relationship of co-worker support and social network with employee intention to stay. Supervisor support on the other hand, had significant influence on employee intention to stay, apart from influencing social network and co-worker support.

**Keywords:** social factors; employee intention to stay; supervisor support; co-worker support; social network; group cohesiveness; information technology organisations.

**Reference** to this paper should be made as follows: Mutsuddi, I. and Sinha, C. (2023) 'Role of supervisor, co-worker support, social network and group cohesiveness on employee intention to stay', *Int. J. Business and Globalisation*, Vol. 33, No. 3, pp.299–325.

**Biographical notes:** Indranil Mutsuddi earned his PhD in Management from Amity University Uttar Pradesh, India. He is working as an Associate Professor at JIS University, Kolkata. He has more than 19 years of teaching experience in HR and organisational behaviour. He has authored three textbooks in HRM and published more than 58 research papers in various journals of repute. He had chaired technical sessions in HR for several management conferences and seminars. He is a Double Gold Medallist from AIMA CME and had also received Prof. Narendra Mohan Basu Award from Presidency College, Kolkata. His research interests are employee retention and employee job skills.

Chandranshu Sinha earned his DPhil. He is an Associate Professor in the Department of Psychology at the University of Allahabad, Prayagraj, UP, India. He has been the recipient of Shastri Scholar Travel Grant (by the Shastri Indo Canadian Institute, Calgary Canada 2013–2014) and ‘Young Scientist Award’ (by the National Academy of Psychology in 1999). He was Visiting Researcher at Centre for Interdisciplinary Research on Narratives, St Thomas University, Fredericton, NB, Canada. He has earlier taught at the Amity Business School, Amity University Uttar Pradesh and at Indian Institute of Management, Ranchi in the past 18 years.

This paper is a revised and expanded version of a paper entitled ‘Role of supervisor, co-worker support, social network and group cohesiveness on employee intention to stay’ presented at the 4th Global Leadership Research Conference 2019, Amity University Uttar Pradesh, Noida, 27–28 February 2019.

---

## 1 Introduction

Employee retention has been an issue of concern and priority for organisations (Kumar and Arora, 2012) and academic researchers. HR think tanks had constantly been in dilemma why people decided to quit and joined other organisations. Employee retention can be described as the perspective used by the management of an organisation to enhance the tenure of employment of an individual with that organisation (Swarnalatha and Vasantham, 2015), Ghosh et al. (2013) had contended that employee retention could be presented in terms of either ‘intention to stay (ITS)’ or ‘intention to leave (quit)’. Nancarrow et al. (2014) had further explained that ITS could be considered as a more affirmative construct explaining employee retention in organisations.

Stauss et al. (2001) indicated that employee ITS was closely associated with their likings, identity, commitment, trust, readiness to refer and being re-associated with their organisations. In this context, Chaminade (2007) had emphasised on the development of a conducive organisational environment which engages employees for the longer perspective was more important. Abelson (1993) on the other hand expressed the importance of managing employee turnover as one of the most important strategic priorities in an organisation. In a very recent report prepared by Future Workplace and Kronos and published by Fortune magazine (Schawbel, 2016) it was indicated that 87% of employers perceived that improving the effectiveness of people being retained was a crucial priority for their companies. The relevance of this important issue has been described to be more challenging considering the growing unstable or volatile business scenarios (Caplan and Teese, 1997). The importance of ensuring the retention of highly skilled employees by organisations had been justified in the study conducted by Rappaport et al. (2003). Tetteh et al. (2019) argued that employees having higher organisation-based self-esteem are most likely to show higher ITS in their organisations. In a qualitative study Olubiyi et al. (2019) on employees working in the retail sector it was found that friendly work environment and support was considered to be important for employee job satisfaction. Important evidence regarding the consequences of employee attrition could be put forward from the studies conducted by Abbasi and Hollman (2000) and Fitz-Enz (1997). Several authors like Griffeth and Hom (1995, 2001), Griffeth et al. (2000), Ramlall (2003) and Bridges (1991) had discussed the

relevance of employee ITS as one of the crucial indicators for improving organisational competitiveness. Prior research had clearly established the role of organisational, psychological and contextual factors influencing employee retention (Holtom et al., 2008). With so many views and intense studies conducted in the past especially on the area of understanding the intent to stay in organisations the current study aims to explore the understanding on employee ITS from the context of social factors that connect employees to their organisations. Social factors seem to connect employees with deeper organisational contexts whose understanding requires rational and emotional understanding of hidden currents of expressions among the employees.

## **2 Review of literature**

### *Social factors*

Social factors could be described as issues pertaining to the social environment of an organisation which influenced employee behaviour and performance. Research findings (Holtom et al., 2008) have indicated that social factors had been gaining more and more relevance in employee ITS perspectives. These authors had pointed out the growing relevance of social networks in employee retention particularly considering people working across various cultures. Abelson (1993) had previously pointed out that social information processes played an important role for bringing down withdrawal cognitions among employees. In this regard researchers like O'Reilly et al. (1989) had shown that social integration perspectives had important contribution for decreasing turnover behavioural tendencies among employees. Further studies conducted by McPherson et al. (1992) had also shown that people having more attachment with their organisational social networks were less likely to take decisions to leave their organisations. Another study conducted by Friedman and Holtom (2002) had revealed the importance of social embedding as one of the important perspectives to retain employees. They discussed that this could be achieved by bringing about mentorship activities and implementing social inclusion programs in the organisation. On the other hand the research study of Wright and Bonett (2007) and Agrela et al. (2008) had shown that apart from psychological satisfaction and happiness, the social factors influenced employee satisfaction-turnover relationships. In a recent paper Pichler et al. (2012) had discussed the roles of various factors like value similarity, collectivism, social support and role information as important determinants of social categorisation of expatriates working in India. It can be contended that social factors or antecedents could be considered as one of the important causal factors influencing employee ITS.

### *2.1 Supervisor support*

Maertz et al. (2007) were of the opinion that employees were concerned regarding the extent to which their superiors were caring and willing for their well-being in the organisation. Eisenberger and Rhoades (2002) had defined supervisory assistance as 'perceived supervisor support' (PSS). They indicated that PSS could be described as a social exchange construct which explained the perception of the employees regarding the extent to which their supervisors gave due consideration and importance to employee performance effectiveness and expressed their concerns regarding the overall well-being

of employees working in the organisation. Afzal et al. (2019) explored the mediating interrelationships of supervisor support with employee turnover intention and task performance. The study revealed that supervisor support had a negative influence on turnover intention under the mediation of employee self-efficacy. Authors like Payne and Huffman (2005) had strongly contended that supervisor support was an important causal factor in mediating relationships within an organisation. This could be further justified by the study of Chen and Chiu (2008) pointed out that supervisory support played an important role influencing employee organisation commitment. Another study conducted by Kroon and Freese (2013) discussed that employee turnover intentions had significant negative interrelationship with career development support and supervisor support. On the other hand Rousseau and Aubé (2010) had pointed out that supervisory support, co-worker support, ambient working environment and availability of job resources influenced the affective commitment of employees. Russo and Morandin (2019) have pointed out that supervisors have the power to encourage (or discourage) employees from using family-friendly policies through their attitudes and behaviours. Zhang et al. (2019) pointed out that PSS played an important role mediating the interrelationship between supervisor developmental feedback and employee voice. Mayo et al. (2012) discussed the role of supervisory and co-worker support for buffering the role conflict and stress at the workplace. Gentry et al. (2007) further indicated that PSS of blue-collar part time employees had interrelationships with their ITS. Another research conducted by Cheng et al. (2003) had revealed that supervisory support had important implications on employee (subordinate) satisfaction. Further the study of Tuzun and Kalemci Arzu (2012) had clearly discussed the importance of supervisory support on employee turnover intentions. The above evidence thereby strongly contends the role of supervisor support for having influences on employee ITS.

## *2.2 Co-worker support*

Virtanen and Isotalus (2011) had described social support as one of the most important amalgamating and remedial expressions needed for the well-being and survival of people in organisations. Kasprzak (2010) discussed the concept of social support of an employee working in an organisation in terms of his work relationships with his co-workers, supervisors, relationships among people in their work groups also as the support received from family members, friends and others. Worku et al. (2019) indicated that co-worker support was an important consideration for the job satisfaction of health workers. Woo and Chelladurai (2012) had expressed similar opinions ascribing that perceived support of an employee in an organisation was the combination of co-worker support, supervisor support, and organisational support. House et al. (1985) had described social support as a combination of three important resources namely instrumental resources, informational resources, and emotional resources. Charoensukmongkol (2014) and Charoensukmongkol et al. (2016) contended that co-worker and supervisor support had direct as well as indirect implications on employee job satisfaction. Bakiev (2013) had justified that co-worker trust was important for successful feedback and interpersonal behaviour in organisations. Hamilton (2007) on the other hand had indicated that workplace companionship was important for ensuring employees feeling satisfied with their workplace and reducing their work related tensions. Jungert (2012) on the other hand had shown that co-worker support had significant interrelationship with employee self-efficacy and performance. Further the research conducted by Yang et al. (2015) had

also shown that co-worker support had a negative impact on job stress of employees. A recent study conducted by Tarigan and Ariani (2015) revealed that co-worker relations had significant influence on the psyche of employees which further influenced their job engagement intentions in their work place. Chou (2015) on the other hand had indicated that co-worker support had significant interrelationship with the subjective well-being of employees. Yang et al. (2019b) it can be justified that supervisor support and co-worker support were interrelated to each other. Vera et al. (2016) had shown that social support from supervisors and co-workers had positive interrelationships with employee work engagement. Another study conducted by Cloninger et al. (2015) indicated that personality and co-worker support were important for managing employee work conflict and relationships. Based on the above review it can be understood that co-worker support is an important consideration in the work-life of an employee particularly for providing job support, emotional support and relieving work place tensions leading to their subjective well-being in organisations. These research evidences indirectly also justify further probe whether co-worker support have any role as social factor in employee ITS in organisations.

### *2.3 Social network*

Authors like Borgatti and Foster (2003) and Brass et al. (2004) had indicated the growing relevance of social networks in employee performance and satisfaction in organisations. Moynihan and Pandey (2008) had strongly contended that the social network view of employee retention research focused mainly on the relational perspectives of employee work-life in organisations. Social networks in this regard can be described as social configurations involving continuing relationships in between various social stakeholders pertaining to an organisation like the employees as individuals, groups of people, and even the organisation as a whole (Cook and Whitmeyer, 1992).

Manev and Stevenson (2001) had pointed out that social networks acted as interpersonal bridges facilitating mutual relationships between the employees. They further justified that social networks helped the transfer of social, physical, information and other resources among people and their peers in organisations. In this regard, Yoon and Suh (2003) pointed out that social networks influenced employee performance and organisational commitment. These authors had also indicated that socialising activities and social networking increased employee performance and their well-being. Holtom et al. (2008) argued that social networks resulted in employee embedding leading to their inclusion within their organisations. The study conducted by these authors contended that social networks facilitated employee retention in organisations. Hwang et al. (2019) and Brewer and Chen (2007) were of the opinion that social networks facilitated employee embedding by bringing about in-group reciprocal bonds and attachments with one another. Further van Stormbroek-Burgers et al. (2011) had also indicated that similarity and homogeneity in social networks played a crucial role for bringing about individual identification and this influencing employee performance. Wright (2016) on the other hand had indicated that social networks were beneficial for facilitating interpersonal support and bringing about favourable health outcomes in people. The available literature thereby strongly justifies that there could be a favourable role of social network influencing employee ITS which could be further explored in the study.

## 2.4 *Group cohesiveness*

Urien et al. (2017) had indicated group cohesiveness was an important social factor which is required for managing organisational as well as job performance related demands. Similar opinion had been reflected in the studies conducted by authors like Evans and Dion (2012), Rico et al. (2011) and Smith et al. (2013b). These described group cohesion as one of the most crucial contributing factor leading to the success of group performance. Tourangeau and Cranley (2006) had described group cohesion as the degree of attraction perceived by the group members towards each other as well as towards their work group and also their intention to remain attached as a member of that group. A study conducted by Chen et al. (2005) had indicated the role of group leadership support, procedural justice climate, group cohesiveness, goal congruence, group homogeneity and group affective tone as important factors leading to group citizenship behaviour of employees which influenced the overall effectiveness of the group and employee turnover intentions. A study conducted by Li et al. (2014a, 2014b) had shown that group cohesiveness played an important role for reducing the negative effects of stress and improving organisational commitment. Another study conducted by Wu et al. (2015) had shown that employee job satisfaction mediated the impact of group task-satisfaction on their turnover intention and overall performance. The literature thereby contends that group cohesiveness could have important implications on employee ITS.

Authors like Milkovich and Boudreau (1997) were a few among such researchers whose study had highlighted the importance of the contextual factors. This led other authors like Baron et al. (2001) to study contextual issues such as manager-subordinate relations; lack of development opportunities, commitments & responsibilities at home (Milkovich and Boudreau, 1997). Researchers like Ghiselli et al. (2001) and Mitchell et al. (2001) had used employee ITS as an important predictor of employee retention in an organisation.

Based on the above literature the summated view of the understandings has been conceptualised for hypothesis development. However it is clear from above that:

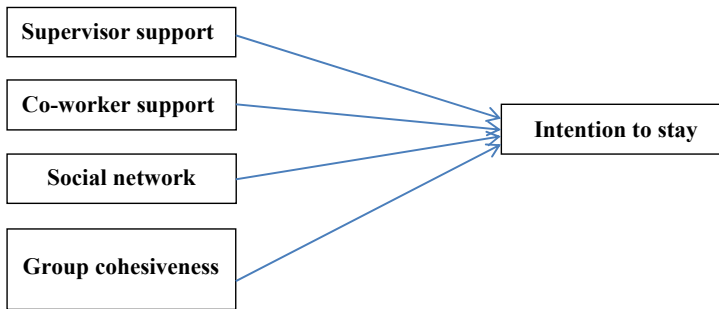
- There is a lack of thorough understanding of the role of supervisor support, co-worker support, social network and group cohesiveness as social antecedents influencing employee ITS in the Indian context which could impact employee ITS.

The research questions that emerge from the above understandings are:

- Do the social antecedents like supervisor support, co-worker support, social network, group cohesiveness have any impact on employee ITS in the Indian context?

The hypothesis which could be evolved from the above research understanding and research questions is as follows:

- H<sub>1</sub> Supervisor support, co-worker support, group cohesiveness and social network have implications on employee ITS.

**Figure 1** Proposed research model (see online version for colours)

### 3 Methods

#### 3.1 Data

The questionnaire was distributed to 250 respondents who were employees of various information technology (IT) organisations in and around North Indian cities. After eliminating consistency in responses and cleaning the data 225 responses were considered for the final analysis. The sample comprised of a mix of male and female respondents. Out of the male sample, 78% were single while the remaining 22% males were married. Considering the female respondents, 43% of them belonged to the single category and the rest 57% were married. On the other hand, out of the male respondents, 69% belonged to the age group of 21–25 years, followed by 31% belonging to the age group of 26–30 years. For the female respondents, 42% were of the age category of 21–25 years. 58% represented the age group of 26–30 years.

#### 3.2 Procedures

The researchers adopted a convenience sampling approach where the respondents were contacted through networking in IT organisations in and around North India playing operational and software development roles. The samples were randomly picked from a list of probable respondents. Primary data was collected by using questionnaire. The researchers interacted with the respondents on person-to-person basis and collected the filled up forms after the conclusion of the survey. Out of 300 questionnaires, 250 completed questionnaires (83% response rate) were identified and considered for the study. However out of these 250 responses 225 responses were found to be suitable for analysis after further data cleaning.

#### 3.3 Measures

The questionnaire used in the study had a five-point Likert scale (1 for 'strongly disagree' to 5 for 'strongly agree'). The respondents were asked to respond to the items depicting the measures used in this study. The instrument (Appendix 1) used was aimed to identify respondent opinion on their ITS pertaining to four social antecedents namely, supervisor support, co-worker support, social network, group cohesiveness and ITS.

- *Supervisor support scale*: Fukui et al. (2014) developed the supervisory support scale which included sub scales pertaining to emotional support, support needed for goal attainment and support for individual development. The items used for the construct supervisor support were developed on the basis of the scale developed previously by Eisenberger and Rhoades (2002), Dawley et al. (2007) and Kalidass and Bahron (2015).
- *Co-worker support scale*: prior research shows that O’Driscoll (2000) had developed the social support scale for measuring the construct co-worker support. This scale was further modified further by O’Driscoll et al. (2004). The items used for the co-worker support scale were based inputs from previous scales developed by Smith et al. (2013a), Settoon and Mossholder (2002) and Yang et al. (2015).
- *Social network scale*: the scale used for the items consisting the construct social network were modified from the scale previously used by Lubben et al. (2006) [the scale is popularly known as the Lubben social network scale (LSNS-6)] (Aiken and Hage, 1968; Moynihan and Pandey, 2008).
- *Group cohesiveness scale*: Henry et al. (1999) developed the group cohesiveness construct on the basis of a scale popularly known as the ‘group identity’ scale. Here group identity (group cohesiveness) was described as the way in which group members identified themselves with the group which was unique and different from what was known as social identity among employees and their cohesion. The sub-items used in the scale were cognitive, affective, and behavioural (interdependence) perspectives. The group cohesiveness scale for the present study was developed with modifications of the scale previously developed by Treadwell et al. (2001).
- *ITS scale*: the ITS scale had five items each. The ITS scale was modified on the basis of the Michigan organisational assessment questionnaire (Cammann et al., 1979; Seashore et al., 1982) and inputs were also taken from the Lyons’ (1971) propensity to leave scale.

#### 4 Results

Cronbach’s alpha score was calculated for each item in order to know whether the various items of the instrument used in the study were statistically relevant. The analysis revealed that Cronbach’s alpha score of 0.715 for 25 items was within the acceptable range (Table 1).

**Table 1** Reliability statistics

<i>Cronbach’s alpha</i>	<i>N of items</i>
0.715	25



Table 2 indicates that among the social variables; supervisor support had the highest mean score (4.46), followed by co-worker support (3.90). This was followed by ITS (3.82), social network (3.31) and group cohesiveness having a mean score of 3.14.

**Table 2** Descriptive statistics

	<i>N</i>	<i>Mean</i>	<i>Std. deviation</i>
Supervisor support	225	4.46	0.740
Co-worker support	225	3.90	0.610
Social network	225	3.31	0.499
Group cohesiveness	225	3.14	0.397
Intention to stay	225	3.82	0.580
Valid N (listwise)	225		

The respondents were asked to express their views on issues like supervisor support, co-worker support, social network, and group cohesiveness which might influence their ITS. Kaiser-Meyer-Olkin (KMO) score of 0.758 computed during data analysis using SPSS 20 version indicated that it was well within the acceptable range as the measure for sampling adequacy.

As the instrument (Appendix 1) used in the study was modified from the studies previously used by other authors in foreign or overseas context, the measures of the same were analysed using exploratory factor analysis (EFA) followed by confirmatory factor analysis (CFA) considering their relevance and implications in the Indian context.

Responses collected from the employees were fed into EFA where items belonging to each construct were extracted out (for six principal components) having component scores above 0.5 using varimax rotated component analysis (Appendix 2). These were subsequently fed into AMOS 20 for CFA.

#### 4.1 Confirmatory factor analysis

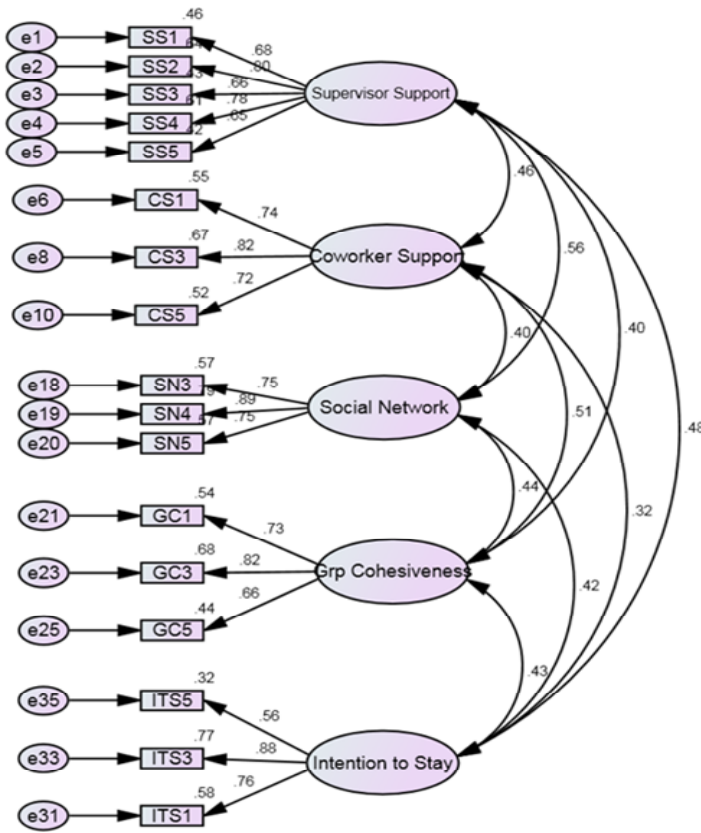
The construct items identified from EFA (Appendix 2) were fed in for CFA using AMOS 20. Figure 2 depicts the CFA estimates for the constructs and the model.

The standardised regression and correlation estimates of the construct items (collected from AMOS outputs) were fed into the MS Excel statistical tool package tool developed by Gaskin (2016) for computing the AVE and MSV scores (Lowry and Gaskin, 2014) of the constructs.

##### 4.1.1 Construct convergent and discriminant validity

Appendix 3 reveals that, the AVE of the constructs was having higher scores above the threshold value of 0.5 indicating that the constructs were having adequate convergent validity. As the AVE score of the constructs was having lesser scores compared to their individual MSV scores this indicates that these constructs were also having adequate discriminant validity.

Figure 2 CFA estimates and model (see online version for colours)



4.1.2 Model fit analysis

In order to test the model fit, goodness-of-fit index (GFI) and root mean square error of approximation (RMSEA) scores were looked upon as ‘absolute fit measures’ (Byrne, 2001). Apart from these indices comparative fit index (CFI) was also computed to analyse the model fit. Table 3 shows that the GFI (0.915), CFI (0.948), and RMSEA (0.058) scores are well within the standard recommended values for said indices establishing the fitness of the proposed model (Hair et al., 1998). Normed chi-square score of 1.741 was also found to be well above the acceptable value.

Table 3 CFA: model fit summary

Fit indices	RMR	GFI	CFI	RMSEA	Normed $\lambda^2$ (CMIN/df)
Default model	0.046	0.915	0.948	0.058	1.741

4.2 Structured equation model (SEM)

In order to have an estimation of the structural fit of the hypothetical model, the variables were put into the structural model estimates using AMOS with ITS as the dependent

variable. Supervisor support, co-worker support, social network and group cohesiveness were fed as independent variables. It is noteworthy that the maximum likelihood of the estimate algorithm to be used for analysing the fit indices was expected to be univariately normal.

#### 4.2.1 Regression estimates and hypothesis testing

The hypothesis set for the study were tested by using regression analysis (Table 4) estimates and structured equation modelling for the empirically tested model (Appendix 4).

**Table 4** Regression weights

<i>Particulars</i>	$\beta$	<i>Std. <math>\beta</math></i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>
ITS <--- SupervisorSupport	0.393	0.295	0.136	2.878	0.004
ITS <--- CoworkerSupport	-0.001	-0.001	0.136	-0.011	0.991
ITS <--- SocialNetwork	0.197	0.141	0.133	1.484	0.138
ITS <--- GrpCohesiveness	0.514	0.255	0.195	2.632	0.008

Regression estimates from Table 4 clearly indicates that out of all the independent variables, only *supervisor support* ( $\beta = 0.393$ ,  $P = 0.004$ ) and *group cohesiveness* ( $\beta = 0.514$ ,  $P = 0.008$ ) had significant relationships with the dependent variable ITS. This establishes the partial acceptance of the hypothesis of the study.

Table 5 on the other hand revealed that all the independent variables namely supervisor support, co-worker support, social network and group cohesiveness had significant covariance ( $P < 0.05$ ) with one another.

**Table 5** Covariances: (group number 1 – default model)

<i>Particulars</i>	$\beta$	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>
SupervisorSupport <--> CoworkerSupport	0.175	0.038	4.611	0.000
SupervisorSupport <--> SocialNetwork	0.218	0.041	5.304	0.000
SupervisorSupport <--> GrpCohesiveness	0.108	0.026	4.094	0.000
CoworkerSupport <--> SocialNetwork	0.145	0.034	4.327	0.000
CoworkerSupport <--> GrpCohesiveness	0.128	0.027	4.777	0.000
SocialNetwork <--> GrpCohesiveness	0.111	0.025	4.468	0.000

Based on the results obtained from Tables 4 and 5, the SEM (Figure 3) evolving out of the same, ignored any relationship between co-worker support and ITS (since  $\text{std. } \beta = -0.001$ ;  $p = 0.991$ ) as well as social network and ITS (since  $\text{std. } \beta = -0.14$ ;  $p = 0.138$ ). Considering the significant covariances between supervisor support <--> co-worker support, supervisor support <--> social network, supervisor support <--> group cohesiveness, co-worker support <--> social network, co-worker support <--> group cohesiveness and social network <--> group cohesiveness as revealed in Table 5, it was assumed that there could be similar relationships between these variables which was explored in the model depicted in Figure 3.

Figure 3 SEM – empirically tested model (see online version for colours)

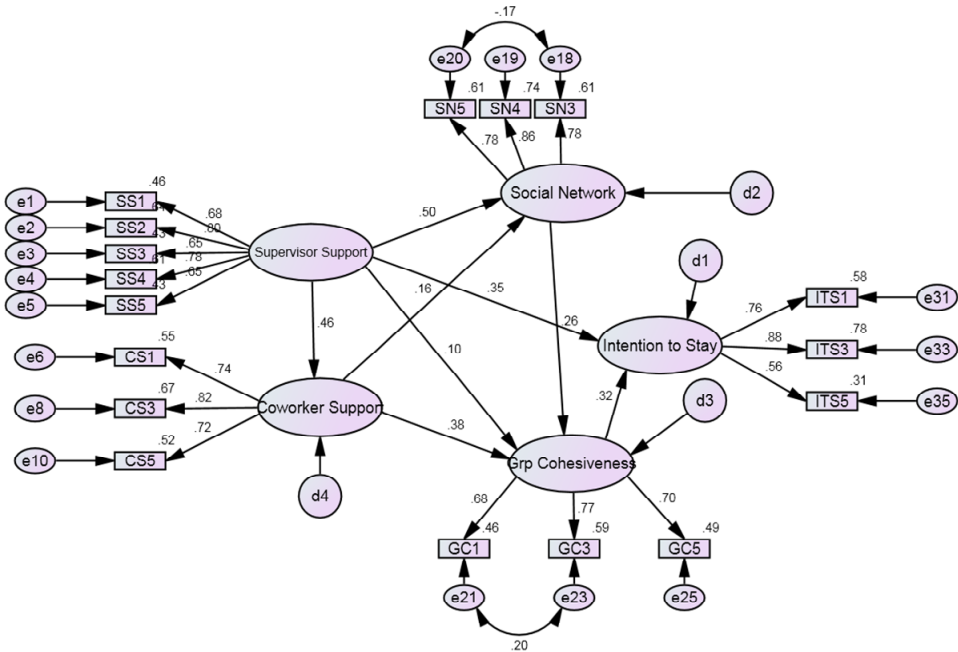


Table 6 Regression weights: (group number 1 – default model)

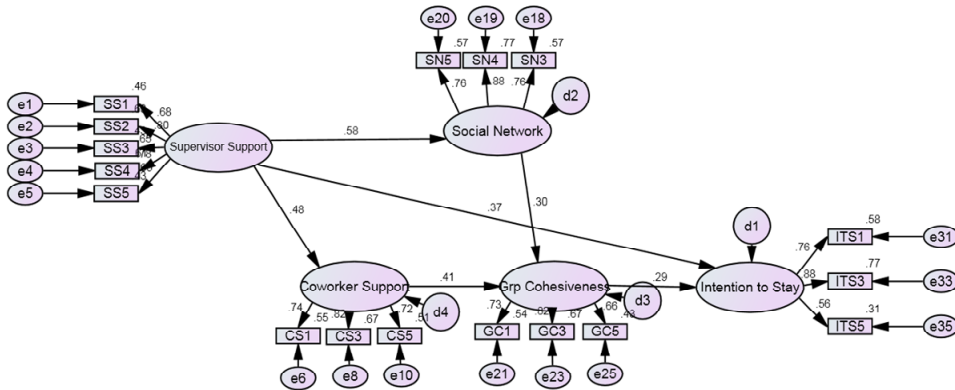
Particulars		$\beta$	Std. $\beta$	S.E.	C.R.	P
CoworkerSupport	<--- SupervisorSupport	0.426	0.460	0.083	5.123	0.000
SocialNetwork	<--- SupervisorSupport	0.492	0.501	0.094	5.214	0.000
SocialNetwork	<--- CoworkerSupport	0.166	0.156	0.089	1.858	0.063
GrpCohesiveness	<--- CoworkerSupport	0.286	0.382	0.073	3.941	0.000
GrpCohesiveness	<--- SupervisorSupport	0.066	0.096	0.072	0.920	0.357
GrpCohesiveness	<--- SocialNetwork	0.183	0.260	0.070	2.612	0.009
ITS	<--- SupervisorSupport	0.458	0.346	0.122	3.760	0.000
ITS	<--- GrpCohesiveness	0.621	0.325	0.175	3.555	0.000

Notes: The critical ratio (CR) is the commonly recommended basis for testing statistical significance of SEM components with CR values beyond  $\pm 1.96$  establishing significance.

Table 6 and Figure 3 reveals that supervisor support (std.  $\beta = 0.346$  and  $P = 0.000$ ) and group cohesiveness (std.  $\beta = 0.32$ ,  $p = 0.000$ ) had significant association with employee ITS. The significant relationship of co-worker support and group cohesiveness (std.  $\beta = 0.38$ ,  $p = 0.000$ ) as well as group cohesiveness and employee ITS (std.  $\beta = 0.32$ ,  $p = 0.000$ ) establishes the role of group cohesiveness as a mediating factor between co-worker support and ITS. Table 6 and Figure 3 also indicates that co-worker support did not have any significant relationship with social network (std.  $\beta = 0.16$ ,  $p = 0.063$ , which means  $p > 0.05$ ). On the other hand supervisor support did not have any significant relationship with group cohesiveness (std.  $\beta = 0.096$ ,  $p = 0.357$ , which means  $p > 0.05$ ). It

can also be seen that significant relationship existed between supervisor support and co-worker support (std.  $\beta = 0.46$ ,  $p = 0.000$ ); supervisor support and social network (std.  $\beta = 0.501$ ,  $p = 0.000$ ) as well as social network and group cohesiveness (std.  $\beta = 0.26$ ,  $p = 0.009$ ). Based on these findings the model was further refined as revealed in Figure 4.

**Figure 4** The empirically tested SEM (see online version for colours)



The regression scores revealed in Table 7 justifies the model supported by the favourable model fit indices (depicted in Table 8). The GFI (0.911), CFI (0.946) and RMSEA (0.058) scores were found to be well within the acceptable limits (Hair et al., 1998) indicating good acceptance of the model.

**Table 7** Regression weights: (group number 1 – default model)

Particulars		Estimate	Std. $\beta$	S.E.	C.R.	P
SocialNetwork	<--- SupervisorSupport	0.553	0.584	0.085	6.530	0.000
CoworkerSupport	<--- SupervisorSupport	0.443	0.481	0.083	5.313	0.000
GrpCohesiveness	<--- CoworkerSupport	0.286	0.406	0.064	4.451	0.000
GrpCohesiveness	<--- SocialNetwork	0.206	0.300	0.058	3.575	0.000
ITS	<--- GrpCohesiveness	0.587	0.289	0.172	3.414	0.000
ITS	<--- SupervisorSupport	0.493	0.373	0.119	4.134	0.000

**Table 8** Fit indices used for testing the structural model

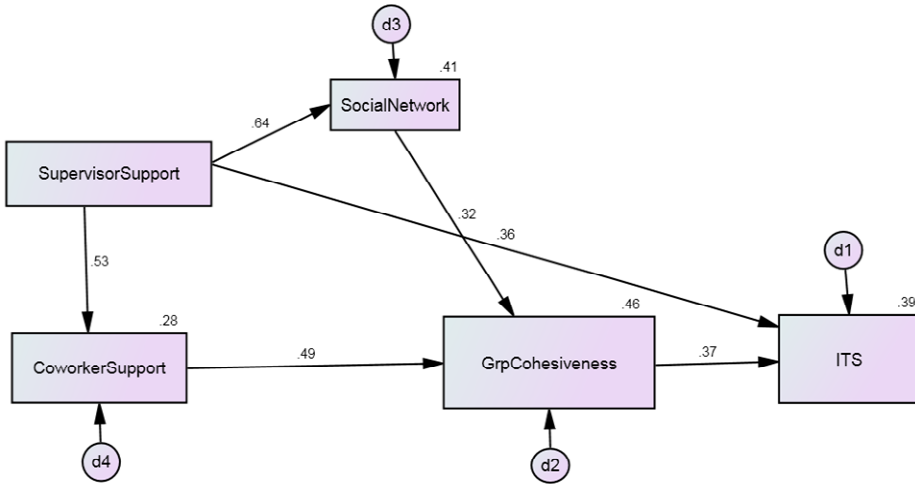
Fit indices	RMR	GFI	CFI	RMSEA	Normed $\lambda^2$ (CMIN/df)
Default model	0.049	0.911	0.946	0.058	1.745

## 5 Discussion

The revelations from the above analysis were subsequently run for data imputation for each construct using AMOS (Figure 5). The model based on imputed data indicates the role of group cohesiveness as a major mediating factor influencing employee ITS. Group cohesiveness on the other hand was found to be influenced by co-worker support

(std.  $\beta = 0.49$ ,  $p = 0.000$ ) and social network (std.  $\beta = 0.32$ ,  $p = 0.000$ ). The model can be also viewed through the influence of supervisor support as the variable was found to have significant association with social network (std.  $\beta = 0.64$ ,  $p = 0.000$ ) and co-worker support (std.  $\beta = 0.53$ ,  $p = 0.000$ ) as well as that on employee ITS (std.  $\beta = 0.36$ ,  $p = 0.000$ ).

**Figure 5** Empirically tested model (after data imputation) (see online version for colours)



Further revelations in the model show that co-worker support or social network alone have no direct implications on employee ITS unless and until they induced group cohesiveness among the employees working in the organisation. Surprisingly supervisor support alone had no implications on group cohesiveness. The impact of supervisor support on group cohesiveness was induced by eliciting co-worker support (std.  $\beta = 0.53$ ,  $p = 0.000$ ).

### 5.1 Supervisor support and co-worker support

One of the most important findings of the study is the association of supervisor support with co-worker support. Many researchers have conducted studies in the past contending similar relationships between supervisor and co-worker support. As for example, the study conducted by Yang et al. (2019b) justified that supervisor support and co-worker support were interrelated to each other. Mayo et al. (2012) discussed the role of supervisory and co-worker support for buffering the role conflict and stress at the workplace. Charoensukmongkol (2014) and Charoensukmongkol et al. (2016) contended that co-worker and supervisor support had direct as well as indirect implications on employee job satisfaction. However majority of these studies had depicted such relationships in the context of overseas conditions and treating the variables as contextual factors. However the findings in the present study are unique and novel, which not only considers the Indian perspective but also treatment of supervisor and co-worker support as important social factors in employee retention research.

### *5.2 Supervisor support and social network*

Prior researches had mostly established the indirect influences of supervisor support on social network. As for example the study conducted by Kossek et al. (2011) had justified that individuals in an organisation considered social support when they perceived that they were being cared, loved and valued of being part of a social network having mutual obligation or interdependency for one another. Similar results obtained from other researches justify the finding that supervisor support and organisational support were important determinants of social support system in an organisation. Etzion (1984) previously described social support as an informal social network that assisted employees with empathy, emotional support, practical job assistance and informational support which are also essential elements of supervisor support (Maertz et al., 2007; Eisenberger and Rhoades, 2002; Chen and Chiu, 2008). The present study revealed significant association between supervisor support and social network which are unique in terms of establishing a direct relationship between these two variables, which had not been previously ascertained by any of the prior studies.

### *5.3 Co-worker support and group cohesiveness*

The association between co-worker support and group cohesiveness had been under-researched issue in management literature. Although group cohesiveness is considered as an important construct defining the behaviour of people working in groups, authors like Casey-Campbell and Martens (2009) had indicated that there is a significant lack of consistency in research findings regarding the same. Rosh et al. (2012) indicated that group cohesiveness as one of the most researched constructs related with employee performance and team work. Severt and Estrada (2015) highlighted the importance of affective and an instrumental functions for contributing to group cohesiveness which is indicative of the fact that such support is extended by the members of the group or the co-workers associated in the group. Similar opinion had been indicated by authors like Wu et al. (2015). They had justified that group cohesion among employees could be in the form of various dimensions, namely, emotional or social cohesion. They further indicated that emotional cohesion in the group could be achieved by proximal relationship between the members of a group which is influenced by close proximity and the tendency of interdependence of the members with one another. Apaydin and Sirin (2016) have argued that group cohesiveness has an important role for providing socio-emotional support to the employees belonging to a group which contributed towards group effectiveness. All these studies indirectly highlighted an important understanding that although there might not be any direct research evidence regarding the relationship between co-worker support and group cohesiveness, the association between the same could not be ignored. The findings of the present study depicting significant association of co-worker support with group cohesiveness are in line with the previously existing literature.

### *5.4 Social network and group cohesiveness*

According to Galaskiewicz (1979), various stakeholders in a social network of an organisation are interrelated with each other from their positions in the organisation as

well as from the network perspective. This provides these members the opportunity to constantly interact as well as restrain interactions between one another wherever required as per the organisation or the needs of the existing social structure. These authors also argued that members of a social network express their relationships between one another as social 'ties' which are considered to be important for exchanging crucial resources like information, knowledge, expertise, job know-hows, competence, physical resources, market connections, authority to take decisions etc. Authors like Ibarra and Andrews (1993), Manev and Stevenson (2001) and Tichy et al. (1979) were of the opinion that social networks were important in organisations for developing and fostering instrumental ties which facilitate teamwork and partnership. Warner et al. (2012) showed that social network analysis could be used as a valuable insight for indicating and interpreting employee relationships influencing their team behaviour and dynamics. These findings strongly contend that theoretically social network among employees could have important considerations for influencing group dynamics and group cohesiveness. The present study indicates significant association between social network and group cohesiveness ( $p \leq 0.05$ ) which could be supported by the findings made by other authors.

### *5.5 Group cohesiveness and ITS*

Group cohesion had been studied by authors in order to establish its interrelationship with employee performance and job satisfaction. Banwo et al. (2015) found that group cohesiveness was important for employee performance. Wu et al. (2015) in a recent study found that group cohesion played an important role on employee turnover intention and job performance by mediating through their job satisfaction. Urien et al. (2017) had also shown that high levels of group cohesion had interrelationship with high job satisfaction. Tims et al. (2013) had discussed the role of group cohesion as an important social resource used by employees to manage organisational job related demands. A similar perspective was previously presented by Jimmieson et al. (2010), who pointed out that group cohesiveness, might be playing a buffering role in between job demands and employee job satisfaction. The findings of the present study had clearly indicated significant association between group cohesiveness and employee ITS which reinforces the findings of the existing literature. The present study could be considered to have important theoretical implications by establishing the association of group cohesiveness with employee ITS.

### *5.6 Supervisor support and ITS*

The present study had also revealed significant association between supervisor support and ITS. The research conducted by Kalidass and Bahron (2015) showed that supervisor and perceived organisational support had significant relationship with organisational commitment thereby influencing their turnover intention. Another study conducted by Nichols et al. (2016) revealed that employees were likely to show lesser intentions to leave if they received optimum levels of supervisor support at their workplace. Similar results have been seen for employees working in the F&B sector. The authors namely, Wongboonsin et al. (2018) showed that supervisor support played a crucial role for retaining employees in organisations belonging to the F&B sector. The findings of the present study established significant relationship between supervisor support and



employee ITS which is in alignment with those found by the other authors in overseas organisations.

## **6 Limitations**

The study had been conducted considering only 225 respondents working in IT organisations in and around the cities in North India. It could be conducted in other major cities in and around the country which are considered to be popular IT hubs. As the study had been constrained by time limitations and availability of necessary support and logistics, the same could be planned out in advance for a Pan India research. The study ignores the intervention of any control variables which could be improved upon. The present study had also not taken into account any qualitative inputs from the respondents and subject matter experts of the industry which could be important considerations while designing and planning the study. For further research, more social factors could be explored which could lead to better insights on the research topic.

## **7 Practical implications**

Previously conducted studies of Mutsuddi and Sinha (2017a, 2017b) eluded the importance of group cohesiveness as the mediating factor between co-worker support and social network influencing employee ITS. Before these, prior researchers had given more importance to organisational, behavioural and contextual factors as determinants of employee retention in organisations. The findings of the present study had established the fact that HR policy makers need to come out with HR practices which could significantly contribute to improve the social environment in their organisations which could lead to effective social ties in the form of group cohesiveness, co-worker support and social networking among the employees. The supervisors on the other hand needed to extend support to the employees to facilitate social networks and co-worker support which could lead to enhance group cohesiveness at the workplace.

Improving group cohesiveness, social networks, supervisor and co-worker support systems could act as enablers to create better understanding between people in the organisation. HR policies could be aimed to implement changes in the organisation improving the way people interacted socially in the organisation. Policy wise it might look awkward for many employers to consider co-worker relations and social interaction (networking) among people as enablers of employee retention. With the advent of newer organisational frameworks with technologies facilitating high levels of automation, IT organisations might face situations to allure their talents with better takeaways in terms of having an enriching as well as engaging social climate at the workplace. More involvement in employee personal and social lives which may apparently look to be risky and time consuming could provide long-term dividends by making people feel valued in their organisations.

## 8 Conclusions

The study has highlighted the role of social antecedents like supervisor support, co-worker support, social network and group cohesiveness in employee ITS perspectives with reference to IT organisations located in and around the North Indian cities. The study has brought about an important paradigm shift of focus from organisational, behavioural and contextual factors to the social factors influencing employee ITS. Group cohesiveness was found to be as an important mediator of social factors like co-worker support and social network influencing employee ITS. The impact of supervisor support on employee ITS was established both directly as well as by influencing social network and co-worker support which further elicited group cohesiveness at the workplace. The model analysed in the present study could be considered to be important for policy makers while bringing about changes in HR practices giving more consideration for social factors as determinants of employee retention.

## References

- Abbasi, S.M. and Hollman, K.W. (2000) 'Turnover: the real bottom line', *Public Personnel Management*, Vol. 2, No. 3, pp.333–342.
- Abelson, M.A. (1993) 'Turnover cultures', *Research in Personnel and Human Resources Management*, Vol. 11, No. 1, pp.339–376.
- Afzal, S., Arshad, M., Saleem, S. and Farooq, O. (2019) 'The impact of perceived supervisor support on employees' turnover intention and task performance', *Journal of Management Development*, Vol. 38, No. 5, pp.369–382.
- Agrela, R., Carr, R., Veyra, V., Dunn, C., Ellis, D., Gandolfi, A., Gresham, B., King, L., Sims, A. and Troutman, I. (2008) *Retention Issues and Solutions: Tools to Ensure University of California Becomes an Employer of Choice* [online] <http://www.ucop.edu/cucsaldocuments> (accessed 3 May 2016).
- Aiken, M. and Hage, J. (1968) 'Organisational interdependence and intra-organisational structure', *American Sociological Review*, Vol. 33, No. 1, pp.912–930.
- Apaydin, C. and Sirin, H. (2016) 'The relationship between organisational citizenship behavior, group cohesiveness and workplace deviance behavior of Turkish teachers', *International Education Studies*, Vol. 9, No. 10, p.58.
- Bakiev, E. (2013) 'The influence of interpersonal trust and organizational commitment on perceived organizational performance', *International Journal of Economics and Business Research*, Vol. 3, No. 3, pp.166–180.
- Banwo, A.O., Du, J. and Onokala, U. (2015) 'The impact of group cohesiveness on organisational performance: the Nigerian case', *International Journal of Business and Management*, Vol. 10, No. 6, pp.146–154.
- Baron, J.N., Hannan, M.T. and Burton, M.D. (2001) 'Labor pains: change in organisational models and employee turnover in young, high-tech firms [electronic version]', *American Journal of Sociology*, Vol. 106, No. 4, pp.960–1012.
- Borgatti, S.P. and Foster, P.C. (2003) 'The network paradigm in organisational research: a review and typology', *Journal of Management*, Vol. 29, No. 6, pp.991–1013.
- Brass, D.J., Galaskiewicz, J., Greve, H.R. and Tsai, W. (2004) 'Taking stock of networks and organisations: a multilevel perspective', *Academy of Management Journal*, Vol. 47, No. 1, pp.795–817.
- Brewer, M.B. and Chen, Y-R. (2007) 'Where (who) are collectives in collectivism? Toward conceptual clarification of individualism and collectivism', *Psychological Review*, Vol. 114, No. 1, pp.133–151.

- Bridges, W. (1991) *Managing Transitions – Making the Most of Change*, Perseus Books, Cambridge, MA.
- Byrne, B.M. (2001) *Structural Equation Modeling with AMOS: Basic Concepts, Applications and Programming*, Erlbaum, Mahwah, NJ.
- Cammann, C., Fichman, M., Jenkins, D. and Klesh, J. (1979) *The Michigan Organisational Assessment Questionnaire*, Unpublished Manuscript, University of Michigan, Ann Arbor, MI.
- Capplan, G. and Teese, M. (1997) *Survivors – How to Keep Your Best People on Board After Downsizing*, Davies-Black Publishing, Palo Alto, CA.
- Casey-Campbell, M. and Martens, M.L. (2009) ‘Sticking it all together: a critical assessment of the group cohesion–performance literature’, *International Journals of Management Reviews*, June, Vol. 11, No. 2, pp.223–246.
- Chaminade, B. (2007) *A Retention Checklist: How Do You Rate?*, DOI: <http://www.humanresourcesmagazine.co.au>.
- Charoensukmongkol, P. (2014) ‘Effects of support and job demands on social media use and work outcomes’, *Computers in Human Behavior*, Vol. 36, No. 1, pp.340–349.
- Charoensukmongkol, P., Moqbel, M. and Gutierrez-Wirsching, S. (2016) ‘The role of co-worker and supervisor support on job burnout and job satisfaction’, *Journal of Advances in Management Research*, Vol. 13, No. 1, pp.4–22.
- Chen, C-C. and Chiu, S-F. (2008) ‘An integrative model linking supervisor support and organizational citizenship behavior’, *Journal of Business and Psychology*, Vol. 23, No. 1, pp.1–10.
- Chen, X.P., Lam, S.S.K., Naumann, S.E. and Schaubroeck, J.M. (2005) ‘Group citizenship behaviour: conceptualization and preliminary tests of its antecedents and consequences’, *Management and Organization Review*, Vol. 1, No. 2, pp.273–300.
- Cheng, B-S., Jiang, D-Y. and Riley, J.H. (2003) ‘Organizational commitment, supervisory commitment, and employee outcomes in the Chinese context: proximal hypothesis or global hypothesis?’, *Journal of Organizational Behavior*, Vol. 24, No. 3, pp.313–334.
- Cheng, C.Y., Jiang, D.Y., Cheng, B.S., Riley, J.H. and Jen, C.K. (2015) ‘When do subordinates commit to their supervisors? Different effects of perceived supervisor integrity and support on Chinese and American employees’, *Leadership Quarterly*, Vol. 26, No. 1, pp.81–97.
- Chou, P. (2015) ‘The effects of workplace social support on employee’s subjective well-being’, *European Journal of Business and Management*, Vol. 7, No. 6, pp.8–19.
- Cloninger, P.A., Selvarajan, T.T., Singh, B. and Huang, S. (2015) ‘The mediating influence of work-family conflict and the moderating influence of gender on employee outcomes’, *The International Journal of Human Resource Management*, Vol. 26, No. 18, pp.2269–2287.
- Cook, K.S. and Whitmeyer, J.M. (1992) ‘Two approaches to social structure: exchange theory and network analysis’, *Annual Review of Sociology*, Vol. 18, pp.109–127.
- Dawley, D.D., Andrews, M.C. and Bucklew, N.S. (2007) ‘Mentoring, supervisor support, and perceived organisational support: what matters most?’, *Leadership and Organisational Development Journal*, Vol. 29, No. 3, pp.235–247 [online] <http://dx.doi.org/10.1108/01437730810861290> (accessed 4 June 2010).
- Eisenberger, R. and Rhoades, L. (2002) ‘Perceived organizational support: a review of the literature’, *Journal of Applied Psychology*, August, Vol. 87, No. 4, pp.698–714.
- Etzion, D. (1984) ‘Moderating effect of social support on the stress-burnout relationship’, *Journal of Applied Psychology*, Vol. 69, No. 4, pp.615–622.
- Evans, C.R. and Dion, K.L. (2012) ‘Group cohesion and performance a meta-analysis’, *Small Group Research*, Vol. 43, No. 6, pp.690–701.
- Fitz-Enz, J. (1997) ‘It’s costly to lose good employees’, *Workforce*, Vol. 76, No. 1, pp.50–51.
- Friedman, R.A. and Holtom, B. (2002) ‘The effects of network groups on minority employee turnover intentions’, *Human Resource Management*, Vol. 41, No. 4, pp.405–421.

- Fukui, S., Rapp, C.A., Goscha, R., Marty, D. and Ezell, M. (2014) 'The perceptions of supervisory support scale', *Adm. Policy Ment. Health*, May, Vol. 41, No. 3, pp.353–359.
- Galaskiewicz, J. (1979) 'Exchange networks and community politics', *Sage Library of Social Research*, Vol. 75, p.205, Sage Publications, Beverly Hills, California.
- Gaskin, J. (2016) *Name of Tab, Stats Tools Package* [online] <http://statwiki.kolobkcreations.com> (accessed 9 July 2017).
- Gentry, W., Kuhnert, K., Mondore, S. and Page, E. (2007) 'The influence of supervisory-support climate and unemployment rate on part-time employee retention', *Journal of Management Development*, Vol. 26, No. 10, pp.1005–1022.
- Ghiselli, R.F., Lopa, J.M. and Bai, B. (2001) 'Job satisfaction, life satisfaction, and turnover intent among foodservice managers', *The Cornell Hotel and Restaurant Administration Quarterly*, Vol. 42, No. 2, pp.28–37.
- Ghosh, P., Satyawadi, R., Joshi, J.P. and Shadman, M. (2013) 'Who stays with you? Factors predicting employees' intention to stay', *International Journal of Organisational Analysis*, Vol. 21, No. 3, pp.288–312.
- Griffeth, R.W. and Hom, P.W. (1995) 'The employee turnover process', *Research in Personnel and Human Resources Management*, Vol. 13, No. 1, pp.245–293.
- Griffeth, R.W. and Hom, P.W. (2001) *Retaining Valued Employees*, Sage, Thousand Oaks, CA.
- Griffeth, R.W., Hom, P.W. and Gaertner, S. (2000) 'A meta-analysis of antecedents and correlates of employee turnover: update, moderator tests, and research implications for the next millennium', *Journal of Management*, Vol. 26, No. 3, pp.463–488.
- Hair, J.F.J., Anderson, R.E., Tatham, R.L. and Black, W.C. (1998) *Multivariate Data Analysis*, 5th ed., Prentice Hall, Upper Saddle River, New Jersey.
- Hamilton, E.A. (2007) *Firm Friendship: Examining Functions and Outcomes of Workplace Friendship among Law Firm Associates*, Unpublished Doctoral dissertation, Boston College, Boston, MA.
- Henry, K.B., Arrow, H. and Carini, B. (1999) 'A tripartite model of group identification', *Small Group Research*, Vol. 30, No. 5, pp.558–581.
- Holtom, B.C., Mitchell, T.R., Lee, T.W. and Eberly, M.B. (2008) '5 turnover and retention research: a glance at the past, a closer review of the present, and a venture into the future', *The Academy of Management Annals*, Vol. 2, No. 1, pp.231–274.
- House, J.S., Kahn, R.L., McLeod, J.D. and Williams, D. (1985) 'Measures and concepts of social support', in Cohen, S. and Syme, S.L. (Eds.): *Social Support and Health*, pp.83–108, Academic Press, New York.
- Hwang, L.A., Ng, J.W.J. and Vaithilingam, S. (2019) 'Social capital and subjective well being: the mediating role of social networking sites', Vol. 24, No. 10 [online] <https://journals.uic.edu/ojs/index.php/fm/article/view/10130/8137> (accessed 8 December 2019).
- Ibarra, H. and Andrews, S.B. (1993) 'Power, social influence, and sense making: effects of network centrality and proximity on employee perceptions', *Administrative Science Quarterly*, June, Vol. 38, No. 2, pp.277–303.
- Jimmieson, N.L., McKimmie, B., Hannam, R.L. and Gallagher, J. (2010) 'An investigation of the stress-buffering effects of social support in the occupational stress process as a function of team identification', *Group Dynamics: Theory, Research, and Practice*, Vol. 14, No. 4, pp.350–367 [online] <http://dx.doi.org/10.1037/a0018631>.
- Jungert, T. (2012) *The Meaning of Support from Co-Workers and Managers in Teams When Working*, FOG-Report No. 72, Department of Behavioural Sciences and Learning (IBL), Linköping University, Linköping.
- Kalidass, A. and Bahron, A. (2015) 'The relationship between perceived supervisor support, perceived organisational support, organisational commitment and employee turnover intention', *International Journal of Business Administration*, Vol. 6, No. 5, pp.82–89.
- Kasprzak, E. (2010) 'Perceived social support and life-satisfaction', *Polish Psychological Bulletin*, Vol. 41, No. 4, pp.144–154.

- Kossek, E.E., Pichler, S., Bodner, T. and Hammer, L.B. (2011) 'Workplace social support and work-family conflict: a meta-analysis clarifying the influence of general and work-family-specific supervisor and organizational support', *Pers. Psychol.*, Vol. 64, No. 2, pp.289–313.
- Kroon, B. and Freese, C. (2013) 'Can HR practices retain flexworkers with their agency?', *International Journal of Manpower*, Vol. 34, No. 8, pp.899–917.
- Kumar, R. and Arora, R. (2012) 'Determinants of talent retention in BPO industry', *The Indian Journal of Industrial Relations*, Vol. 48, No. 2, pp.259–273.
- Li, A., Early, S., Mahrer, N., Klaristenfeld, J.L. and Gold, J.I. (2014a) 'Group cohesion and organisational commitment: protective factors for nurse residents' job satisfaction, compassion fatigue, compassion satisfaction, and burnout', *Journal of Professional Nursing*, Vol. 30, No. 1, pp.89–99, DOI: 10.1016/j.profnurs.2013.04.004 (accessed 15 June 2017).
- Li, A., Gold, J.I., Early, S. and Mahrer, N.E. (2014b) 'Group cohesion and organizational commitment: protective factors for nurse residents' job satisfaction, compassion fatigue, compassion satisfaction, and burnout', *Journal of Professional Nursing: Official Journal of the American Association of Colleges of Nursing*, Vol. 30, No. 1, pp.89–99.
- Lowry, P.B. and Gaskin, J. (2014) 'Partial least squares (PLS) structural equation modeling (SEM) for building and testing behavioral causal theory: when to choose it and how to use it', *IEEE Transactions on Professional Communication*, Vol. 57, No. 2, pp.123–146 [online] <http://doi.org/10.1109/TPC.2014.2312452>.
- Lubben, J., Blozik, E., Gillmann, G., Iliffe, S., von Renteln Kruse, W., Beck, J.C. and Stuck, A.E. (2006) 'Performance of an abbreviated version of the Lubben social network scale among three European community-dwelling older adult populations', *Gerontologist*, Vol. 46, No. 4, pp.503–513.
- Lyons, T.F. (1971) 'Role clarity, need for clarity, satisfaction, tension, and withdrawal', *Organisational Behavior and Human Performance*, Vol. 6, No. 1, pp.99–110.
- Maertz, C.P., Griffeth, R., Campbell, N.S. and Allen, D. (2007) 'The effects of perceived organisational support and perceived supervisor support on employee turnover', *Journal of Organisational Behavior*, Vol. 28, No. 8, pp.1059–1075.
- Manev, I. and Stevenson, W. (2001) 'Nationality, cultural distance, and expatriate status: effects on the managerial network in a multinational enterprise', *Journal of International Business Studies*, Vol. 32, No. 2, pp.285–303.
- Mayo, M., Sanchez, J.I., Pastor, J.C. and Rodriguez, A. (2012) 'Supervisor and coworker support: a source congruence approach to buffering role conflict and physical stressors', *The International Journal of Human Resource Management*, Vol. 23, No. 18, pp.3872–3889.
- McPherson, J.M., Popielarz, P.A. and Drobnic, S. (1992) 'Social networks and organizational dynamics', *American Sociological Review*, Vol. 57, No. 2, pp.153–170.
- Milkovich, G.T. and Boudreau, J.W. (1997) *Personnel/Human Resource Management: A Diagnostic Approach*, 8th ed., Richard Irwin, Inc., Homewood, IL.
- Mitchell, T.R., Holtom, B.C., Lee, T.W., Sablinski, C.J. and Erez, M. (2001) 'Why people stay: using job embeddedness to predict voluntary turnover', *Academy of Management Journal*, Vol. 44, No. 1, pp.1102–1121, [online] <http://dx.doi.org/10.2307/3069391> (accessed 18 June 2017).
- Moynihan, D.P. and Pandey, S.K. (2008) 'The ties that bind: social networks, person-organisation value fit, and turnover intention', *Journal of Public Administration Research and Theory*, Vol. 18, No. 2, pp.205–227.
- Mutsuddi, I. and Sinha, C. (2017a) 'Role of collectivistic, individualistic approaches and social factors for employee retention: a study on selected it organisations in the NCR of Delhi', *International Journal of Applied Business and Economic Research*, Vol. 15, No. 1, pp.27–347.
- Mutsuddi, I. and Sinha, C. (2017b) 'Social antecedents and employee intention to stay in selected IT organisations: a study in national capital region of Delhi', *FIIB Business Review*, Vol. 6, No. 1, pp.30–40.

- Nancarrow, S., Bradbury, J., Pit, S.W. and Ariss, S. (2014) 'Intention to stay and intention to leave: are they two sides of the same coin? A cross-sectional structural equation modelling study among health and social care workers', *Journal of Occupational Health*, Vol. 56, No. 4, pp.292–300.
- Nichols, H.M., Swanberg, J.E. and Bright, C.L. (2016) 'How does supervisor support influence turnover intent among frontline hospital workers? The mediating role of affective commitment', *The Health Care Manager*, Vol. 35, No. 3, pp.266–279.
- O'Driscoll, M.P. (2000) 'Work and family transactions', in Koopman-Boyden, P., Dharmalingam, A., Grant, B., Hendy, V., Hillcoat-Nalletamby, S., Mitchell, D., O'Driscoll, M. and Thompson, S. (Eds.): *Transactions in the Mid-life Family*, pp.92–112, Population Association of New Zealand, University of Waikato, Hamilton.
- O'Driscoll, M.P., Brough, P. and Kalliath, T.J. (2004) 'Work/family conflict, psychological well-being, satisfaction and social support: a longitudinal study in New Zealand', *Equal Opportunities International*, Vol. 23, Nos. 1–2, pp.36–56.
- O'Reilly, C.A., Caldwell, D.F. and Barnett, W.P. (1989) 'Work group demography, social integration, and turnover', *Administrative Science Quarterly*, Vol. 34, No. 1, pp.21–37.
- Olubiyi, O., Smiley, G., Luckel, H. and Melaragno, R. (2019) 'A qualitative case study of employee turnover in retail business', *Heliyon*, June, Vol. 5, No. 6, p.e0179, DOI: 10.1016/j.heliyon.2019.e01796.
- Payne, S., Huffman, A., Evans, C.R. and Dion, K.L. (2012) 'Group cohesion and performance: a meta-analysis', *Small Group Research*, Vol. 43, No. 6, pp.690–701.
- Pichler, S., Varma, A. and Budhwar, P. (2012) 'Antecedents and consequences of the social categorization of expatriates in India', *The International Journal of Human Resource Management*, Vol. 23, No. 5, pp.915–927.
- Ramlall, S. (2003) 'Managing employee retention as a strategy for increasing organisational competitiveness', *Applied H.R.M. Research*, Vol. 8, No. 2, pp.63–72.
- Rappaport, A., Bancroft, E. and Okum, L. (2003) 'The aging workforce races new talent management issues for employers', *Journal of Organisational Excellence*, Vol. 23, No. 1, pp.55–66.
- Rico, R., Sánchez-Manzanares, M., Gil, F., Alcover, C.M. and Tabernero, C. (2011) 'Procesos de coordinación en equipos de trabajo', *Papeles del Psicólogo*, Vol. 32, No. 1, pp.59–68.
- Rosh, L., Offermann, L.R. and Van Diest, R. (2012) 'Too close for comfort? Distinguishing between team intimacy and team cohesion', *Human Resource Management Review*, June, Vol. 22, No. 2, pp.116–127.
- Rousseau, R. and Aubé, C. (2010) 'Social support at work and affective commitment to the organization: the moderating effect of job resource adequacy and ambient conditions', *The Journal of Social Psychology*, Vol. 150, No. 4, pp.321–340.
- Russo, M. and Morandin, G. (2019) 'Better work-life balance starts with managers', *Harvard Business Review*, DOI: <https://hbr.org/2019/08/better-work-life-balance-starts-with-managers>.
- Schawbel, D. (2016) *What Employers Will Worry About in 2017*, Fortune [online] <http://fortune.com/2016/12/28/employers-2017-employee-retention-unemployment/> (accessed 3 November 2017).
- Seashore, S.E., Lawler, E.E., Mirvis, P. and Cammann, C. (1982) *Observing and Measuring Organisational Change: A Guide to Field Practice*, Wiley, New York.
- Settoon, R.P. and Mossholder, K.W. (2002) 'Relationship quality and relationship context as antecedents of person- and task-focused interpersonal citizenship behavior', *Journal of Applied Psychology*, Vol. 87, No. 2, pp.255–267.
- Severt, J. and Estrada, A.X. (2015) 'On the function and structure of group cohesion', in Salas, E., Vessey, W.B. and Estrada, A.X. (Eds.): *Team Cohesion: Advances in Psychological Theory, Methods and Practice (Research on Managing Groups and Teams)*, Vol. 17, pp.3–24, Emerald Group Publishing Limited, UK.

- Smith, J., Fisher, G., Ryan, L., Clarke, P., House, J. and Weir, D. (2013a) *Psychosocial and Lifestyle Questionnaire 2006–2010 Documentation Report Core Section LB*, The HRS Psychosocial Working Group, Ann Arbor, MI, USA.
- Smith, M.J., Arthur, C.A., Hardy, J., Callow, N. and Williams, D. (2013b) 'Transformational leadership and task cohesion in sport: the mediating role of intra-team communication', *Psychology of Sport and Exercise*, Vol. 14, No. 2, pp.249–257.
- Stauss, B., Chojnacki, K., Decker, A. and Hoffmann, F. (2001) 'Retention effects of a customer club', *International Journal of Service Industry Management*, Vol. 12, No. 1, pp.7–19 [online] <https://doi.org/10.1108/09564230110382745>.
- Swarnalatha, C. and Vasantham, S.T. (2015) 'Importance of employee retention', *International Journal of Research in Finance and Marketing*, Vol. 5, No. 8, pp.7–9.
- Tarigan, V. and Ariani, D.W. (2015) 'Empirical study relations job satisfaction, organizational commitment, and turnover intention', *Advances in Management and Applied Economics*, Vol. 5, No. 2, pp.21–42.
- Tetteh, S.D., Osafo, J., Nyarko, M.A. and Tawiah, K.A. (2019) 'Interpersonal fairness, willingness-to-stay and organisation-based self-esteem: the mediating role of affective commitment', *Front Psychol.*, Vol. 10, DOI: 10.3389/fpsyg.2019.01315.
- Tichy, N.M., Tushman, M.L. and Fombrun, C. (1979) 'Social network analysis for organisations', *The Academy of Management Review*, Vol. 4, No. 4, p.27.
- Tims, M., Bakker, A.B. and Derks, D. (2013) 'The impact of job crafting on job demands, job resources and well-being', *Journal of Occupational Health Psychology*, Vol. 18, No. 2, pp.230–240 [online] <http://dx.doi.org/10.1037/a0032141>.
- Tourangeau, A.E. and Cranley, L.A. (2006) 'Nurse intention to remain employed: understanding and strengthening determinants', *Journal of Advanced Nursing*, Vol. 55, No. 4, pp.497–509.
- Treadwell, T., Lavertue, N., Kumar, V.K. and Veeraraghavan, V. (2001) 'The group cohesion scale-revised: reliability and validity', *International Journal of Action Methods: Psychodrama, Skill Training, and Role Playing*, Vol. 54, No. 1, pp.3–12.
- Tuzun, I.P. and Kalemci Arzu, R. (2012) 'Organizational and supervisory support in relation to employee intentions', *Journal of Managerial Psychology*, Vol. 27, No. 5, pp.518–534.
- Urien, B., Osca, A. and García-Salmones, L. (2017) 'Role ambiguity, group cohesion and job satisfaction: a demands-resources model (JD-R) study from Mexico and Spain', *Revista Latinoamericana de Psicología*, Vol. 49, No. 2, pp.137–145.
- van Stormbroek-Burgers, R.G.B.M., van der Sluis, L.E.C. and van Montfort, K. (2011) *Social Networks: Effects on Identification, Performance and Satisfaction*, Nyenrode Research Paper No. 11-06 [online] <https://ssrn.com/abstract=1966048> or <http://dx.doi.org/10.2139/ssrn.1966048>.
- Vera, M., Martínez, I., Lorente, L. and Chambel, J. (2016) 'The role of co-worker and supervisor support in the relationship between job autonomy and work engagement among Portuguese nurses: a multilevel study', *Social Indicators Research*, Vol. 126, No. 3, pp.1143–1156.
- Virtanen, I.A. and Isotalus, P. (2011) 'The essence of social support in interpersonal communication', *European Journal for the Philosophy of Communication*, Vol. 3, No. 1, pp.25–42.
- Warner, S., Bowers, M.T. and Dixon, M.A. (2012) 'Team dynamics: a social network perspective', *Journal of Sport Management*, Vol. 26, No. 1, pp.53–66.
- Wongboonsin, K., Dejprasertsri, P., Krabuanrat, T., Roongrengsuke, S., Srivannaboon, S. and Phiromswad, P. (2018) 'Sustaining employees through co-worker and supervisor support: evidence from Thailand', *Asian Journal of Business and Accounting*, Vol. 11, No. 2, pp.187–214.
- Woo, B. and Chelladurai, P. (2012) 'Dynamics of perceived support and work attitudes: the case of fitness club employees', *Human Resource Management Research*, Vol. 2, No. 1, pp.6–18.

- Worku, N., Feleke, A., Debie, A. and Nigusie, A. (2019) 'Magnitude of intention to leave and associated factors among health workers working at primary hospitals of North Gondar Zone, Northwest Ethiopia: mixed methods', *BioMed Research International*, Vol. 2019 [online] <https://doi.org/10.1155/2019/7092964>.
- Wright, K. (2016) 'Social networks, interpersonal social support, and health outcomes: a health communication perspective', *Frontiers in Communication*, Vol. 1, No. 1 [online] <https://www.frontiersin.org/articles/10.3389/fcomm.2016.00010/full> (accessed January 2017).
- Wright, T.A. and Bonett, D.G. (2007) 'Job satisfaction and psychological well-being as nonadditive predictors of workplace turnover', *Journal of Management*, Vol. 33, No. 2, pp.141–160.
- Wu, X., Wen, B. and Du, M. (2015) 'A multi-level research on the antecedents and consequences of group task satisfaction', *American Journal of Industrial and Business Management*, Vol. 5, No. 1, pp.264–271, SciRes, DOI: 10.4236/ajibm.2015.55028 [online] <http://www.scirp.org/journal/ajibm> and <http://dx.doi.org/10.4236/ajibm.2015.55028> (accessed 20 February 2017).
- Yang, T., Ma, T., Liu, P. and Liu, Y. (2019b) 'Perceived Social support and presenteeism among healthcare workers in China: the mediating role of organizational commitment', *Environmental Health and Preventive Medicine*, Vol. 24, No. 1, p.55.
- Yang, T., Shen, Y.M., Zhu, M., Liu, Y., Deng, J., Chen, Q. and See, L.C. (2015) 'Effects of co-worker and supervisor support on job stress and presenteeism in an aging workforce: a structural equation modelling approach', *International Journal of Environmental Research and Public Health*, Vol. 13, p.72.
- Yoon, M.H. and Suh, J. (2003) 'Organizational citizenship behaviors and service quality as external effectiveness of contact employees', *Journal of Business Research*, Vol. 56, No. 8, pp.597–611.
- Zhang, Z., Zhang, L., Zheng, J., Cheng, B. and Rahmadani, V.G. (2019) 'Supervisor developmental feedback and voice: relationship or affect, which matters?', *Front Psychol.*, Vol. 10, DOI: 10.3389/fpsyg.2019.01755.



## Appendix 1

**Table A1** Items used in the instrument

<i>Sl. no.</i>	<i>Items</i>
1	At present I am not think about leaving this company (ITS1)
2	I am willing to continue with this organisation (ITS2)
3	I feel attached with and committed to this organisation (ITS3)
4	I plan to work at my present job for at-least for some more time (ITS4)
5	Right now I am not looking for a new job (ITS5)
6	I get 'on-the job' guidance from my supervisor for improving my performance (SS1)
7	I get emotional support and assistance from my supervisor (SS2)
8	My supervisor helps me with value-added services to improve quality of work life (SS3)
9	I receive feedback from my supervisor to do well (SS4)
10	My supervisor stands for me in difficult times (SS5)
11	I receive emotional support from my colleagues (CS1)
12	I receive job-sharing assistance from my colleagues during job assignments (CS2)
13	I receive advisory assistance from my peers (CS3)
14	I get 'on-the job' assistance from my peers (CS4)
15	I receive encouragement from my colleagues (CS5)
16	Social networking in the organisation had helped me to have a better understanding of my job role (SN1)
17	I can connect with people in the organisation through social network (SN2)
18	Social networking in the organisation had helped us to form partnerships and collaborations for day to day work (SN3)
19	Social networks had helped me to know more about other projects and assignments in the organisation (SN4)
20	Social networking in the organisation had helped to get access to information (SN5)
21	Employees have a strong bond with their group members (GC1)
22	We have high levels of attachment with the group to which we work in the organisation (GC2)
23	We enjoy interdependence within the group to which we belong (GC3)
24	The mutual bond among group members helps us to perform optimally (GC4)
25	I feel valued the more when I interact within the group (GC5)

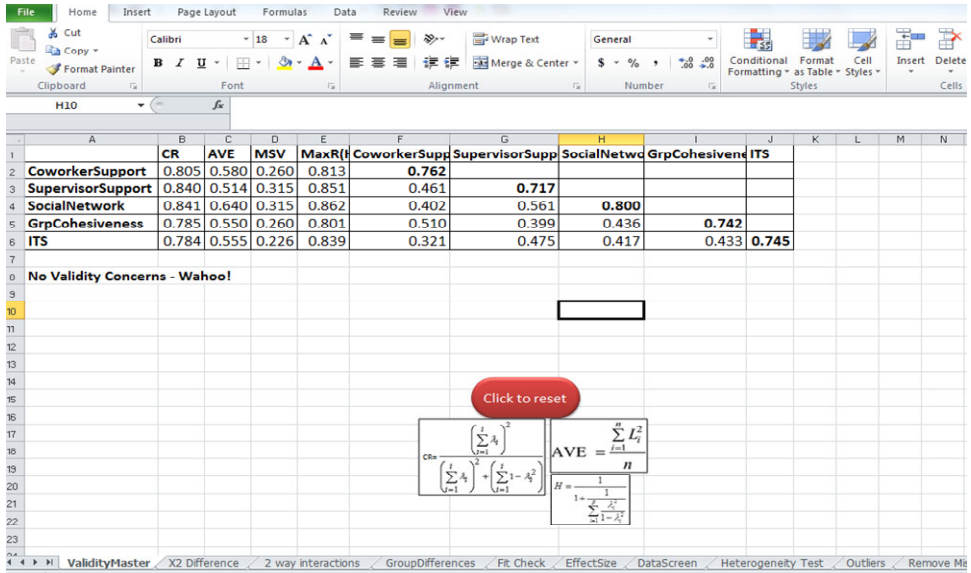
**Appendix 2****Table A2** Rotated component matrix<sup>a</sup>

	<i>Component</i>					
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>
SS1	0.607					
SS2	0.561					
SS3	0.597					
SS4		0.623				
SS5		0.600				
CS1			0.773			
CS2						
CS3			0.723			
CS4						
CS5			0.738			
SN1						
SN2						
SN3		0.872				
SN4		0.745				
SN5		0.737				
GC1				0.778		
GC2						
GC3				0.857		
GC4						
GC5				0.798		
ITS1						0.696
ITS2						
ITS3						0.857
ITS4						
ITS5						0.776

Notes: Extraction method: principal component analysis. Rotation method: varimax with Kaiser normalisation. <sup>a</sup>Rotation converged in 21 iterations.

### Appendix 3

**Figure A1** Computation of AVE, MSV and CR using Gaskin’s statistical tool package (see online version for colours)



### Appendix 4

**Figure A2** Testing of hypothesis by the empirical model (see online version for colours)

